



**Homeless Action Network of Detroit**  
**Letter of Intent (LOI) for Coordinated Assessment Model (CAM) Lead Agency**  
**November 22, 2022**

Letter of Intent Due Date: **December 16, 2022**

### **I. Introduction**

The Homeless Action Network of Detroit (HAND), in its role as the Detroit CoC Lead Agency, is seeking letters of intent (LOI) from agencies interested in applying to become the Coordinated Assessment Model (CAM) Lead Agency. The CAM Lead Agency serves as the “front door” to the homeless system and works to ensure people facing a housing crisis can access resources in a consistent, coordinated way.

Though not required, it is highly encouraged interested parties submit a letter of intent expressing their interests in becoming the CAM Lead Agency. The LOI will help to inform the Request for Qualifications (RFQ) process and ensure that information regarding the RFQ is directed to the correct parties.

Designation as the CAM Lead Agency will occur through a competitive RFQ process, which will be released in early 2023. Please refer to Section XIII for the anticipated timeline. Communication regarding the release of the RFQ will be provided via HAND’s newsletter and posted to HAND’s website.

At this time, it is anticipated the only entities eligible to become the CAM Lead Agency are 501c3 non-profit organizations or units of local government, as these are the entities that would be eligible to receive the funding available for CAM. Further clarification on eligible entities will be provided in the RFQ. For-profit entities are not eligible to apply to become the CAM Lead Agency.

### **II. Coordinated Assessment Model Core Elements**

Under the HEARTH Act legislation, all Continuums of Care are required to establish a Coordinated Entry System (CE) which is comprehensive, accessible, and standardized. It is a systemic approach to homeless programming that focuses on aligning the needs of households that are experiencing homelessness with the *best program* to address *their* needs. Households in need of homeless assistance receive a standardized assessment and then, based on that assessment, are referred to the most appropriate service provider.

Coordinated Entry – or the Coordinated Assessment Model (CAM), as it is known locally in Detroit – was initially launched in the Detroit CoC in 2013. Since that time, Southwest Counseling Solutions has served as the CAM Lead Agency. Southwest Counseling Solutions will be relinquishing their role as the CAM Lead Agency as of August 31, 2023. A new CAM Lead Agency will be identified via a competitive application process, to be launched in early 2023.

The CAM Lead Agency will carry out the following core elements. Additional details on these activities will be provided in the full RFQ.

- ❖ **Access:** Provide a streamlined, centralized process for people in the Detroit Continuum of Care to access assistance. Currently, access is provided by a hybrid model of in-person access points and a call line.
  - *At the time of the publishing of this LOI, it is anticipated the new CAM Lead Agency will be expected to provide the same means of hybrid access.*

- ❖ **Assessment:** Use a standardized process to gather information on household’s vulnerability, needs, preferences and barriers using the CoC’s current assessment tool (the VI-SPDAT). This tool helps to determine which housing program best suits the client’s needs and immediate situation.
  - *At the time of the publishing of this LOI, it is anticipated the CoC will continue to use the VI-SPDAT and full SPAT as the common assessment tools. Conversations regarding selecting a new assessment tool may occur following the identification of a new CAM Lead Agency.*
  
- ❖ **Prioritization:** Prioritize resources for the most vulnerable people with the highest needs as identified through assessment. The prioritization criteria are designed to match clients with the most appropriate resource.
  - *At the time of the publishing of this LOI, it is anticipated the current prioritization factors for referral to resources will remain as they are currently being implemented.*
  
- ❖ **Referral:** Connect people to qualifying resources as they become available. Housing programs request referrals from CAM when they have vacancies in their program. CAM staff then refer the next client(s) on the prioritization list to the requesting program.
  - *At the time of the publishing of this LOI, it is anticipated the current referral process will remain as it is currently being implemented.*

### III. Housing Assessment and Resource Agency

In addition to carrying out the core elements in Section II, the CAM Lead Agency will also serve as the Housing Assessment and Resource Agency (HARA) for the Michigan State Housing Development Authority (MSHDA) beginning in September 2023.

MSHDA establishes its expectations for the HARA via its annual Emergency Solutions Grant (ESG) Notice of Funding Availability (NOFA). While MSHDA’s expectations for the HARA have remained consistent over the past several years, it is not known at this time if those expectations will change. As given in the most recent (FY2022 – 2023) ESG NOFA, the HARA will be expected to carry out the following activities:

- Implement the prioritization process for literally homeless households as developed by the CoC
- Complete referrals based on prioritization, eligibility, and participant choice to all CoC-identified housing resources within the geographic area of the CoC
- Provide routine reports to the CoC on the prioritization and referral processes, including number of households identified and served by the CoC
- Employ staff to oversee the Housing Choice Voucher Homeless Preference waiting list
- Maintain knowledge of MSHDA housing developments within the CoC, the availability of Project Based Vouchers within any developments, and at least quarterly contact with each development regarding availability of units.
- Assist developers to ensure that case management services are available to new units made available through the Low-Income Housing Tax Credit (LIHTC) Program, and if applicable, refer applicants to the Project Based Voucher waiting list.
- Ensure accessibility in each county served through established office hours

Additionally, the HARA is expected to have the following characteristics:

- Actively involved in the CoC planning process.
- Experienced in serving homeless populations.
- Experienced in providing assessments, referrals, and case management services specifically targeted to people who are homeless.
- Experienced with successful HMIS data collection.
- Ability to complete standardized assessments to help ensure that the right individual/family is getting to the right program to end their homelessness.
- Participation in a QSOBAA to allow sharing within HMIS.

- Exhibits the financial capacity to administer funds as demonstrated through an audited federal financial statement.
- Has financial management systems in place such as cash receipts and disbursement logs, invoices, and canceled check registers, etc.
- Employs staff who possess bachelor's degree in accounting or possess experience in accounting along with college accounting credits or a bookkeeper whose work is overseen by an accounting firm.
- Capacity to place households on the MSHDA HCV Homeless Preference Waitlist and refer applicants for the Project Based Voucher (PBV) Program.
- Have established office hours Monday through Friday, sometime between 8:00 a.m. to 6:00 p.m., in the geographic area being served.
- Considered a leader in the community with the ability to collaborate, coordinate and partner with other local organizations.

The entity designated as the HARA will be able to receive a portion of MSHDA Emergency Solutions Grant (ESG) funding to support the required HCV Homeless Preference waitlist management.

#### **IV. Additional Expectations for CAM Lead Agency**

In addition to the core CAM elements described in Section II and the HARA responsibilities as in Section III, the new CAM Lead Agency will also be expected to carry out the following roles. Details of these expectations will be provided in the full RFQ.

- ❖ Diversion
  - *A key component of Coordinated Entry is to divert people from entering the homeless system whenever possible. The CAM Lead Agency will be expected to first try to divert people from the homeless system to other safe housing locations.*
- ❖ Prevention Assessment
  - *As prevention funding is available, the CAM Lead Agency will play a key role in assessing and prioritizing households for prevention resources.*
- ❖ By-Name List Management: Chronically Homeless, Veterans, and Youth
  - *Having an accurate and up-to-date list of people experiencing chronic homelessness, homeless veterans, and homeless youth is a vital component to our community's efforts to end homelessness for these populations. It is anticipated the CAM Lead Agency will be expected to have sufficient staffing to update and maintain these by-name-lists.*
- ❖ Youth Homelessness Demonstration Program (YHDP) efforts
  - *The Detroit CoC was newly awarded YHDP funds in 2021, and these youth-specific programs will be launching in early 2023. The new CAM Lead Agency will be expected to not only receive YHDP funding for Coordinated Entry, but also work with YHDP partners to build out and implement the Coordinated Entry process for these youth projects.*
- ❖ Continuum of Care Board Representation
  - *The Detroit CoC Board has an appointed seat for a representative from the CAM Lead Agency. The new CAM Lead Agency will be expected to appoint a staff person to that position on the CoC Board.*
- ❖ Additional committee and workgroup meeting attendance
  - *CAM Lead Agency staff will be expected to participate in various committees and workgroups. In some instances, CAM Lead Agency staff will be responsible for staffing and facilitating the committee. Details on committee expectations, including detailing which committees CAM will be expected to staff and facilitate, will be provided in the RFQ.*
- ❖ Training
  - *CAM Lead agency staff take part in various regular, on-going training opportunities. These include (but are not necessarily limited to): New/updated workflows or processes, diversion protocol and processes, working with people fleeing domestic violence (required annually), SOGIE training, mental health first aid, and other training as needed in response to staff needs and desires.*

## V. Data Collection and Reporting Expectations

The new CAM Lead Agency should expect the following data collection and reporting expectations:

### Data Collection Systems

- ❖ **Homeless Management Information System (HMIS):** The use of HMIS is required by HUD and other federal entities.
  - *The HMIS Lead Agency (HAND) will provide training to the new CAM Lead Agency on HMIS requirements.*
  - ***Entities interested in becoming the new CAM Lead Agency should be aware that HUD's Coordinated Entry Data Standards, and the required HMIS data entry for Coordinated Entry will require a significant amount of staff time and high attention to detail. Coordinated Entry data requirements and reporting will be greater than what a current provider may be accustomed to reporting in HMIS for a housing project. Having accurate Coordinated Entry data in HMIS is crucial to the overall functioning of the CoC's data and Coordinated Entry process. Therefore, the new CAM Lead Agency should anticipate work within HMIS to be a significant element of the CAM Lead Agency's day-to-day work.***
- ❖ **Salesforce:** While the use of Salesforce is not a federally required data collection and reporting system, Salesforce was implemented by the CAM Lead Agency several years ago to augment the HMIS system. Presently, Salesforce provides the CAM Lead Agency and other implementing partners with key data elements used for Navigation and By-Name-List management. At the time of the publishing of this LOI, it is assumed the new CAM Lead Agency will be expected to continue the use of Salesforce in some capacity.
  - *Details on how Salesforce training will be provided, and costs associated with that training, are to be determined.*
- ❖ **Call Center Technology:** At the time of the publishing of this LOI, it is assumed the new CAM Lead Agency will be expected to have a call center as a means of CAM access.
  - *It is anticipated training on call center technology will be provided by the entity providing that technology. Current costs associated with the call center are to be determined.*

The full RFQ will provide details on the expected costs the new CAM Lead Agency may occur for the use of HMIS, Salesforce, and call center technology, as well as details on current funding sources used to cover these costs that may be transferred to the new CAM Lead Agency.

### Reporting Expectations

The following known reporting expectations for the CAM Lead Agency are given here, although it is important to note this may not be an exhaustive list of all reporting requirements. Additionally, the CAM Lead Agency is frequently asked to provide data for different purposes throughout the year related to understanding CoC gaps and performance.

- ❖ **Annual Performance Report (APR):** The new CAM Lead Agency will be required to submit an Annual Performance Report (APR) to HUD on the Continuum of Care funding it will be receiving.
- ❖ **Quarterly Reporting to CoC Board:** The CAM Lead Agency will be expected to provide quarterly reports to the CoC board on numbers accessing CAM, persons served, referrals made, and other key data elements.
- ❖ **Annual Reporting:** Like the quarterly report, the CAM Lead Agency will be expected to provide an annual report to the CoC board on persons served by CAM over the course of a year.
- ❖ **Other Funder Reporting:** Other funders (City of Detroit, MSHDA) will have additional reporting requirements the new CAM Lead will need to comply with.

## VI. Current CAM Lead Agency Staffing

As of September 2022, the CAM Lead Agency had 32 staff positions carrying out the work of CAM. These positions include:

- 5 Manager/Supervisor positions
- 2 Intake Site Coordinators

- 16 Eligibility Specialists
  - including 1 YHDP Eligibility Specialist and 1 Diversion Eligibility Specialist
- 2 Housing Resource Specialist
- 1 Referral Coordinator
- 3 By-Name List Specialist
  - one each for Chronically Homeless, Veterans, and Youth
- 1 Data Specialists
- 1 Communication/Training/System Specialist
- 1 Data Systems

The new CAM Lead Agency is strongly encouraged to consider extending offers of employment to current CAM staff to fill the same or similar roles within the new CAM Lead Agency in order to retain institutional knowledge and expertise. The new CAM Lead Agency is likewise encouraged to consider extending these offers of employment prior to August 31, 2023 to help promote a smoother facilitation of CAM duties to the new agency.

## VII. Key Coordinating Partners and Entities

In addition to coordinating closely with the homeless service providers to which referrals will be made, the CAM Lead Agency will be expected to coordinate, collaborate, and communicate with the following entities:

- ❖ Community & Home Supports (CHS) Navigation staff
  - CHS is considered an “Implementing Partner” with Coordinated Entry. The CAM Lead Agency’s relationship with CHS is therefore a close working relationship which includes (but is not limited to) consistent, close communication and weekly internal workgroup meetings.
- ❖ Street Outreach providers, including Navigation-focused Street Outreach
- ❖ CAM Governance Committee
- ❖ CoC Board of Directors
- ❖ Homeless Action Network of Detroit (HAND)
- ❖ City of Detroit Housing and Revitalization Department
- ❖ Wayne Regional Educational Services Agency (Wayne RESA)
- ❖ Detroit At Work
- ❖ The McGregor Fund
- ❖ Youth Action Board
- ❖ Detroit Advisor’s Group
- ❖ Additional community and system partners include entities within the child welfare system, the juvenile justice system, and the healthcare system. These are entities with which the CAM Lead agency currently interacts and communicates with, including providing training to these other systems. There is a desire for greater collaboration in the future between these systems and the homeless services system.

## VIII. Numbers of Persons Accessing CAM

The CAM Lead Agency acts as the “front door” to the Detroit Continuum of Care’s homeless response system. As such, the CAM Lead Agency will be managing a significant volume of calls and inquiries from people in the community seeking housing assistance. To provide context on this volume, the following data from calendar year 2021 and the first quarter of 2022 is provided<sup>1</sup>.

Over the course of 2021, CAM Access Points operated primarily as a phone-based system to prevent the spread of COVID-19. In-person access points were operated on a limited basis in 2021. Throughout 2022, access points were conducted in a hybrid version of in-person access sites and a phone-based system.

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<sup>1</sup> Reports are hyperlinked in this document and may be accessed from CAM’s website: <http://www.camdetroit.org/reports-and-documents/>

	Calendar Year 2021	1 <sup>st</sup> Quarter 2022
<b>Access Point Contacts</b>		
Total contacts	73,678	21,591
<i>In-person</i>	1,986	152
<i>Calls</i>	71,692	21,439
Daily average	296	348
<b>Engagements</b> (each time a CAM staff interacts with a household)		
Total engagements	22,151	5,160
Daily average	89	83
<b>Intakes</b>		
Total intakes	8,069	1,721
Daily average	32	28
<b>Diversions</b>		
Total	2,066	206
Daily average	8	n/a
<b>Shelter Referrals</b>		
Total	4,857	1,515
Daily average	20	n/a
<b>Overflow referrals</b>		
Total	1,146	298
Daily average	5	n/a
<b>Housing Referrals</b>		
Total referrals to a housing program	1,396	387
<i>Transitional Housing referrals</i>	64	34
<i>Rapid Rehousing referrals</i>	805	179
<i>Perm. Supportive Housing referrals</i>	527	174
<b>Housing Choice Vouchers</b>		
Households added to Homeless Preference HCV and/or EHV waitlist	1,361	587
Households pulled for voucher	1,381	417
Households added to Moving Up waitlist	80	28
Households pulled from Moving Up waitlist	108	27

Entities interested in applying to become the CAM Lead Agency are encouraged to review the full [Coordinated Entry 2021 Data Report](#) and the [Detroit Coordinated Entry System Quarter 1 Report](#).

#### IX. Participating Programs

The following funding sources currently require use of CAM for referrals to their programs.

- U.S. Department of Housing & Urban Development: Continuum of Care funding (CoC)
- Michigan State Housing Development Authority: Emergency Solutions Grant funding (ESG)
- Michigan Department of Human Services: Emergency Shelter Program (ESP)
- City of Detroit: Emergency Solutions Grant funding (ESG)
- Veterans Administration: Grant Per Diem (GPD), Supportive Services for Veteran Families (SSVF), and VASH

The chart below<sup>2</sup> provides a summary glance at the scope of programs and beds/units that are required to participate in the Coordinated Entry process.

	<b>Number of Programs</b>	<b>Number of Beds or Units</b>
Emergency Shelter <i>(includes year-round beds and seasonal beds)</i>	25	1,496 beds
Transitional Housing	13	279 beds
Rapid Rehousing <sup>3</sup>	22	413 units
Permanent Supportive Housing	42	2,310 units
Save Haven	3	45 beds
Other Housing Resources (Emergency Housing Vouchers)	2	103 units

**X. Estimated Funding Available for CAM Lead Agency**

The current CAM Lead Agency (Southwest Counseling Solutions) receives funding from several sources that support its role as the CAM Lead. It is intended that most, if not all, of these funding sources will be transferred to the new CAM Lead entity, once identified. The final approval of transferring these funds from Southwest Counseling Solutions to the new entity lies with the funding source. Therefore, at this time it cannot be guaranteed that all these funding sources will be transferred to the new CAM Lead Agency.

<b>Grant Name</b>	<b>Funder</b>	<b>Grant Term</b>	<b>Total<sup>4</sup>*</b>
ARPA Diversion	City of Detroit	3 years (ends 2025)	\$1,205,812
Coordinated Entry Supportive Services Only	U.S. Dept. Of HUD	1 year (eligible for renewal annually)	\$959,341
MSHDA ESG	MSHDA (via subrecipient agreement w/HAND)	1 year (ends 2023)	\$36,689
Youth Homeless Demonstration Project	U.S. Dept. Of HUD (via subrecipient agreement w/HAND)	2 years (ends 2024; anticipated to be renewable annually)	\$257,761
		<b>TOTAL</b>	<b>\$2,459,603</b>

As of the time of the publication of this letter of intent, the CoC lead agency is working with Southwest Counseling Solutions to develop more details on current sources of funding CAM, how those sources are used, and any gaps in funding that may exist. We intend to have more detailed information by the time the Request for Qualifications is published. Entities responding to this LOI should expect the new CAM Lead Agency will be required to match some of the funds listed above and may need to leverage other resources to successfully implement the coordinated assessment process.

**XI. Transition Assistance from Southwest Counseling Solutions**

Southwest Counseling Solutions, the current CAM Lead Agency, has expressed a willingness to work closely with the new CAM Lead Agency (once identified) to ensure as smooth a transition as possible. The details of the transition are still to be determined.

Entities considering applying to become the new CAM Lead Agency should be aware that at the time of the publication of this LOI it is anticipated the CoC will desire to see the CAM Lead Agency provide some form of in-person access points. Southwest Counseling has indicated a willingness to allow potential new CAM Lead Agencies to do a site visit at

<sup>2</sup> Numbers given are based on the 2022 Housing Inventory Count (HIC)

<sup>3</sup> Includes some programs that will be ramped down in the coming year due to changes in funding availability

<sup>4</sup> Total amount reflects the total amount of funding in the given grant. This may not equal the total amount of funding to be transferred to the new entity, as Southwest Counseling Solutions may have expected some of the funds prior to grant transfer.

Southwest's current in-person access site, so that potential applicants can understand what type of physical space is needed for in-person access sites. Additionally, Southwest Counseling may be willing to consider a short-term lease agreement with the new CAM Lead Agency at Southwest's current space to facilitate the transfer process. Potential applications should contact Jane Scarlett at [jscarlett@swsol.org](mailto:jscarlett@swsol.org) for more information.

## **XII. LOI Process**

Agencies interested in applying to be the Coordinated Assessment Model Lead Agency are highly encouraged to submit a Letter of Intent not to exceed 2 pages. **LOIs are due no later than 11:59 PM on Friday, December 16, 2022.** LOIs must be emailed to Amanda Sternberg at [amanda@handetroit.org](mailto:amanda@handetroit.org).

LOIs should include the following information:

1. Name, Address, and Website of Agency
2. Contact Person and Information
3. Statement describing interest in being the CAM Lead Agency
4. Statement describing agency's current capacity AND ability to build capacity to fulfill the role of the CAM Lead Agency.
5. Statement describing what support the agency would need in order to fulfill the role and expectations to be the CAM Lead Agency.
6. LOIs should be submitted on agency letterhead and not exceed 2 pages.

Submission of the LOI is a way to communicate to the CoC an agency's interest in applying to become the CAM Lead Agency. Submitting an LOI does not obligate an agency to apply to be the CAM lead, nor is responding to the LOI a prerequisite for responding to the full RFQ.

## **XIII. Expected Timeline for Coordinated Assessment Implementation**

Specific due dates and deadlines will be provided in the coming weeks and months and will be posted to HAND's website and communicated via HAND's e-newsletter.

- November 22: LOI Released
- December 16: LOI Due
- Late February 2023: Request for Qualifications (RFQ) Released
- Early March 2023: RFQ Workshop
- Mid-April: RFQ Responses Due
- April – May: Review of RFQ responses
- Early June: New CAM Lead Agency identified
- June – August: New CAM Lead and Southwest Counseling Solutions work collaboratively to ensure smooth transition of CAM operations.